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Review of the United Nations Programme in Public Administration and Finance

Review of the United Nations Programme in Public Administration and Finance

Note by the Secretariat

Summary

The present note highlights the major activities undertaken by the Secretariat in 2009 under the United Nations Programme in Public Administration and Finance for review by the Committee of Experts on Public Administration. It also sets out the scope of activities planned for implementation in the biennium 2010-2011 and the proposed strategic framework for the period 2012-2013. The Committee is invited to review and provide feedback to the Secretariat on these activities, which are intended to assist Governments at the national and local levels in meeting their current governance and public administration challenges and in addressing emerging issues in a globalized world.

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I. Introduction

1. The Division for Public Administration and Development Management of the Department of Economic and Social Affairs of the Secretariat is the principal entity within the Secretariat mandated to implement the United Nations Programme in Public Administration and Finance. Its mission is to assist Governments in strengthening their governance and public administration capacities and information and communication technology systems in order to achieve national development objectives in the context of the internationally agreed development agenda, including the Millennium Development Goals.

2. The present note highlights the major activities undertaken by the Secretariat in 2009 under the Programme for review by the Committee of Experts on Public Administration.

3. The note also highlights the achievements and challenges faced as the Division aimed to streamline the operations of the Programme and strengthen its capacities in addressing the needs of Governments at the national and local levels in their pursuit of efficient and effective public administration capacities and systems to achieve national development objectives. The impact of the reform exercise was reflected in the constructive shift in work practices, from process-orientated to results-orientated and from supply-orientated to demand-orientated. The Secretariat also instituted processes to take advantage of information communications technology in order to improve the quality of its work and the efficiency and effectiveness of the process, and to enhance its knowledge management for information-sharing and learning.

4. The note also sets out the main activities to be implemented under the Programme during the current biennium 2010-2011. The Committee is requested to provide feedback to the Secretariat on these activities, which are intended to assist Governments in meeting their current governance and public administration challenges in a globalized world, and on emerging issues including the economic and financial crisis.

5. The note also expounds the proposed strategic framework for the period 2012-2013 for review by the Committee. In the preparation of this framework for the United Nations Programme in Public Administration and Finance, the Secretariat took into consideration its strengths and accomplishments noted, as well as recommendations contained in its reform exercise and in recent evaluation reports on the Programme and its various components.

II. Major activities in 2009

6. The activities of the United Nations Secretariat in the area of public administration and finance are implemented, under subprogramme 8, Public administration and development management, of section 9, Economic and social affairs, of the programme budget, by the Division for Public Administration and Development Management, with the aim of assisting Governments in advancing public sector reform and improving the quality of public service delivery, particularly to those who have requested assistance, and to developing countries, especially the least developed, post-conflict or crisis countries, and countries with economies in transition. A summary of the major activities implemented in 2009 is provided below.

A. Servicing of intergovernmental bodies

General Assembly and the Economic and Social Council

7. The mandates of the Division for Public Administration and Development Management, Department of Economic and Social Affairs, are defined by resolutions and decisions adopted by the General Assembly and the Economic and Social Council. Through servicing of these intergovernmental bodies, the Division aims to promote enriched dialogue, awareness, policy options and common approaches for the betterment of public service, particularly in the cross-cutting issues of public sector reform, participatory governance, e-government development, information and communications technology for development, capacity-building and the promotion of professionalism and ethics in the public sector.

8. The positive impact of the servicing of intergovernmental bodies is reflected in the resolutions adopted in 2008 and 2009, which contain at least eight references or recommendations pertaining to intergovernmental bodies, including General Assembly resolutions 63/202 and 64/187, entitled "Information and communication technologies for development", and resolution 64/186, entitled "Building connectivity through the Trans-Eurasian Information Superhighway"; Economic and Social Council resolutions 2008/32 and 2009/18, adopted in connection with the reports of the Committee of Experts on Public Administration on its seventh and eighth sessions (E/2008/44 and E/2009/44), and Council resolution 2009/7 on the assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society. It is also reflected in the report of the Secretary-General on enhanced cooperation on public policy issues pertaining to the Internet (E/2009/92).

9. The Division has become the focal point within the Department of Economic and Social Affairs for coordinating ICT for development including e-government, e-parliament, ICT for the Millennium Development Goals and Internet-governance-related issues.

10. One of the lessons learned through the intergovernmental deliberations was that the centrality and foundation of governance and public administration, in relation to the achievement of the Millennium Development Goals, particularly through ICT, should be further recognized at the global and national levels.

Committee of Experts on Public Administration

11. Pursuant to Economic and Social Council resolution 2001/45, the Council approved, in its decision 2009/201 C, the nomination by the Secretary-General of 24 experts to serve on the Committee in their personal capacity for a four-year term beginning on 1 January 2010 and expiring on 31 December 2013.

12. The Division provided substantive and administrative service to the Committee of Experts on Public Administration at its eighth session (see http://www/unpan.org/cepa.asp), which was held at United Nations Headquarters from 30 March to 3 April 2009. During the session, the Committee dealt with the following substantive items: (a) the human factor in capacity-building and development; (b) the compendium of basic United Nations terminology in governance and public administration; (c) the review of the activities of the United Nations Programme on Public Administration, Finance and Development; and (d) the public administration perspective on implementing the internationally agreed

goals and commitments in regard to global public health. Based on its discussion of the aforementioned topics, the Committee recommended to the Council a draft resolution for its consideration and adoption.

13. In July 2009, the Economic and Social Council reviewed the report of the Committee on its eighth session and adopted the draft resolution contained in the report (see E/2009/44, chap. I), as amended. The draft resolution was subsequently adopted by the Council as resolution 2009/18, entitled "Report of the Committee of Experts on Public Administration on its eighth session". The ninth and tenth sessions of the Committee are scheduled to be held in 2010 and 2011.

B. Analytical research

14. Through a 12-month internal review of its work in the context of the United Nations Programme in Public Administration and Finance, and based on its mandate, demand and capacity, the Division redefined its thematic focus as: (a) institutional and human resources capacity development; (b) electronic/mobile government development; and (c) citizen engagement and ICT for development management. Through analytical research, knowledge-sharing, advisory assistance, training and online services in the aforementioned areas, the Division champions efficient, effective and citizen-oriented public services based on the principles of transparency, accountability and citizen engagement. It stresses innovative approaches to public management particularly through information and communications technology.

15. Since early 2009, the Division has consolidated its resources for producing quality products and the delivery of client-centric services through strengthening research and analytical work, while continuing to perform its other core functions, such as advisory services at the country level. The organizational structure of the Division was adjusted to allow the institutional framework to effectively deliver its mandate and allocate its resources to address work areas in consideration of the integration of cross-cutting issues and staff cohesiveness.

16. The flagship publication of the Division is the *United Nations e-Government Survey*,[1] which assesses 192 countries according to their e-government development and the extent of e-participation worldwide. The reports of the surveys for 2003, 2004, 2005 and 2008 provide time-series data and an analysis of trends in e-government readiness and development across regions and at the country level, and have become the benchmark for measuring e-government development.

17. The 2010 *United Nations e-Government Survey: Leveraging e-Government at a Time of Financial and Economic Crisis*[2] was completed in December 2009 and launched in early 2010. The report presents various roles for e-government in addressing the ongoing world financial and economic crisis. It postulates that the public trust that is gained through transparency can be further enhanced through the free sharing of Government data based on open standards. The ability of e-government to handle speed and complexity can also underpin regulatory reform. While technology is no substitute for good policy, it may give citizens the power to question the actions of regulators and bring systemic issues to the fore. Similarly,

[1] See http://www.unpan.org/e-government.

[2] See http://www.unpan.org/Library/MajorPublications/UNEGovernmentSurvey/tabid/646/language/en-US/Default.aspx.

e-government can add agility to public service delivery to help Governments to respond to an expanded set of demands even as revenues fall short. Since the previous edition of the survey, in 2008, Governments have made great strides in developing online services, especially in middle-income countries. The costs associated with telecommunication infrastructure and human capital continue to impede e-government development. However, effective strategies and legal frameworks can compensate significantly, even in least developed countries. Those who are able to harness the potential of expanded broadband access in developed regions and mobile cellular networks in developing countries to advance the United Nations development agenda have much to gain going forward.

18. The *World Public Sector Report*[3] is produced biennially by the Division as a research and analytical tool to provide policymakers and civil society with relevant research findings and information on issues related to the public sector. In its resolution 59/55, the General Assembly recognized the significant analytical and operational contributions of the *Report* to public administration. Previous editions include *World Public Sector Report 2001: Globalization and the State*;[4] *World Public Sector Report 2003: E-Government at the Crossroads*;[5] *World Public Sector Report 2005: Unlocking the Human Potential for Public Sector Performance*;[6] and *World Public Sector Report 2008*, entitled *People Matter: Civic Engagement in Public Governance*.[7]

19. The *World Public Sector Report 2010* was completed in 2009 and is scheduled for publication in the first quarter of 2010. The report will analyse the challenges, strategies and practices in rebuilding public administration after conflict. It will provide key lessons learned about transforming Governments to promote peaceful coexistence, sustainable development and prosperity for all citizens. The *Report* will be based on a literature review of the main theories and issues involved in post-conflict reconstruction and an analysis of relevant case studies and good practices from all five regions of the world, covering the period from the end of the Second World War to the present. The publication will examine four main key areas of public administration reconstruction: institution-building, leadership, human resources in the public sector, citizen engagement and public service delivery. The *Report* is intended for decision makers in conflict or conflict-prone situations; regional and international organizations; practitioners and experts involved in reconstructing governance and public administration, particularly in post-conflict situations and transition economies; educators, scholars and students at academic institutions, think-tanks and policy centres; and interested laypersons.

20. In response to the recent intergovernmental deliberations (including General Assembly resolutions 63/202, 64/186 and 64/187) calling for Governments to recognize the urgent need to harness the potential of knowledge and technology, and in that regard encourage the United Nations development system to continue its effort to promote the use of ICT as a critical enabler of development and as a catalyst for the achievement of the internationally agreed development goals, including the Millennium Development Goals, the Division initiated research and

[3] See http://www.unpan.org/Library/MajorPublications/WorldPublicSectorReport/tabid/645/Default.aspx.

[4] United Nations publication, Sales No. E.01.II.H.2.

[5] United Nations publication, Sales No. E.03.II.H.3.

[6] United Nations publication, Sales No. E.05.II.H.5.

[7] United Nations publication, Sales No. E.07.II.H.11.

analytical development of a knowledge base on public administration and governance, with a special focus on the application of ICT in achieving the Millennium Development Goals. With the advance of ICT tools, the Division envisions the development of a comprehensive, up-to-date and readily accessible knowledge base, with Member States as its direct target users. The more focused and comprehensive knowledge base will have three thematic areas identical to the Division's work areas, which are: (a) electronic/mobile government development; (b) institutional and human resources capacity development; (c) citizen engagement and ICT for development management and the Millennium Development Goals. In 2009, the Division further developed the United Nations Global Knowledge Repository for Electronic/Mobile Government, as the first step in establishing the aforementioned knowledge base in the thematic area of electronic/mobile government development. The repository represents a progressive effort through gathering cross-national and local information on the capacities and challenges of Governments in electronic/mobile government development, national e-solutions, research and knowledge transfer activities and projects.

21. The following three compendiums were completed in 2009: (a) the *Compendium of Innovative E-Government Practices, Volume III*;[8] (b) the *Compendium of ICT Applications on Electronic Government, Volume 2: Mobile Applications on Human Security and Business Development*;[9] and (c) *Good Practices and Innovations in Public Governance: United Nations Public Service Awards Winners and Finalists, 2003-2009*.[10] Other databases aimed at promoting knowledge-sharing include the *United Nations E-Government Knowledge Base*;[11] the *United Nations Public Administration Profiles*[12] and the *Glossary of Basic United Nations Terminology in Governance and Public Administration*.[13]

22. In 2009, the Division prepared three reports on expert group meetings, which were held to expound on new developments or emerging trends in governance and public administration that were of interest to the public sector. The expert group meetings provided forums where expert knowledge and experience could be mobilized to identify critical issues and begin forging consensus on policy options. The three reports on expert group meetings were as follows:

(a) *Report of the Expert Group Meeting: E-Government and Public Private Partnerships for Better Public Service Delivery and MDGs Implementation*;[14]

(b) *Report of the Expert Group Meeting on Climate Change Governance: Citizens for a Sustainable Future*;[15]

(c) *Innovation in Governance and Public Administration to Achieve the United Nations Development Goals*.[16]

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[8] See http://unpan1.un.org/intradoc/groups/public/documents/un/unpan037362.pdf.

[9] See http://unpan1.un.org/intradoc/groups/public/documents/un/unpan037478.pdf.

[10] United Nations publication, Sales No. E.09.II.H.1.

[11] See http://www2.unpan.org/egovkb/.

[12] See http://www.unpan.org/country_profiles.

[13] See http://unpan.1.un.org/intradoc/groups/public/documents/un-dpadm/unpan034224.pdf.

[14] http://unpan1.un.org/intradoc/groups/public/documents/un/unpan037331.pdf.

[15] http://unpan1.un.org/intradoc/groups/public/documents/un/unpan037198.pdf.

[16] http://unpan1.un.org/intradoc/groups/public/documents/un/unpan037380.pdf.

C. Knowledge-sharing and training

23. The United Nations Public Administration Network (see http://www.unpan.org) is an online network of 38 relevant international and regional institutions and United Nations-related agencies. In 2009, the Network continued to serve as the de facto global network and portal for public administration and governance. In an effort to continuously enhance the capacity of the Network to serve its users, several improvements were made to the platform, including the introduction of web feeds ("Really simple syndication") to publish frequently updated content, the redesign of global and regional home pages, the introduction of social media sites such as Facebook, YouTube, Twitter, PA Connect, and introduction of the Network help desk system. The Network also witnessed a dramatic increase in content contribution from its partners in 2009, with a total contribution of 4,278 documents, 2,528 news articles, 776 resources items, 218 events, 218 contacts and 131 announcements.

24. The UNPAN Online Training Centre[17] is a learning content management system, delivering online capacity-building courses on various topics in public administration. During 2009, 24 online courses were delivered to 2,335 participants from around the world, compared to 1,525 participants in the previous year. With the help of its partners, the Network is developing more courses on decentralized governance, knowledge management, e-government development, citizen engagement, and human resources and institutional development in the public sector.

25. A unique online and interactive tool, METER2, was implemented and launched in May 2009. The Division and the Centre for Technology in Government, State University of New York at Albany, collaborated in the refinement of the second version of the product, METER2, with Microsoft Corporation acting as technical adviser to the project. METER2 aims to assist Governments, especially from developing and the least developed countries, and decision makers at any level throughout the world in developing, monitoring, refining and improving the context within which information and communication technologies are used to transform Government, in a sense creating the context for e-Government. METER2 enables Governments to identify their perceived strengths, and the areas that need to be further developed within their national e-government enabling environment, thus assisting Governments in concentrating use of their respective available resources towards bridging existing gaps and providing better services. METER2 can be used by academia, non-governmental organizations, and government bodies at the national, regional and local levels to help shape the national e-government enabling environment, its structure and content.

D. Advocacy and partnership-building

26. A core focus of the Division is to facilitate dialogue, improve the accessibility of information and knowledge-sharing and promote partnership-building among international, regional and national institutions, including public, private, academic and non-profit organizations, through the United Nations Public Administration Network, and the United Nations Public Service Awards and United Nations Public Service Day. Inter-branch collaboration within the Division and inter-agency

[17] See http://www.unpan.org/onlinetraining.

collaboration were particularly encouraged to deliver integrated and cohesive activities, services and products through teams and systematic planning and implementation mechanisms and by strengthening networks such as UNPAN and the Governance and Institution-building Cluster of the Executive Committee on Economic and Social Affairs.

United Nations Public Service Awards and United Nations Public Service Day

27. The United Nations Public Service Awards[18] programme was first established by the Economic and Social Council in 2000 to promote better delivery of services by Governments. It is the most prestigious international recognition of excellence in public service. Through an annual competition, it rewards the creative achievements and contributions of public service institutions with respect to promoting a more effective and responsive public administration in countries worldwide.

28. The 2009 United Nations Public Service Awards ceremony and United Nations Public Service Day were held on 23 and 24 June 2009 at United Nations Headquarters. Delegates from the permanent missions to the United Nations and innovative leaders whose institutions have won United Nations Public Service Awards in past years attended, together with the 2009 winners and finalists. For the first time in the history of the United Nations Public Service Awards programme, the Secretary-General made welcoming remarks and handed out the awards together with the Under-Secretary-General for Economic and Social Affairs. The ceremony also featured a vibrant cultural performance and received unprecedented media attention.

29. The 2009 United Nations Public Service Awards were given in four categories: (a) category 1: improving transparency, accountability and responsiveness in public service; (b) category 2: improving the delivery of services; (c) category 3: fostering participation in policymaking decisions through innovative mechanisms; and (d) category 4: advancing knowledge management in Government. In addition, a special award for United Nations Public Administration Network member excellence on knowledge-sharing was first established in 2009 to celebrate the achievements of network members in advancing knowledge-sharing through the use of ICT to advance the Millennium Development Goals and other internationally agreed development targets. Out of 168 nominations from 41 countries, 8 winners and 4 finalists were presented with the most prestigious international recognition of excellence in public service.

30. The 2010 United Nations Public Service Awards ceremony is scheduled to be held at Barcelona, Spain, on 23 June 2010. The government of Catalonia will be hosting the event and will assist the Division in co-organizing the event.

Governance and Institution-building Cluster of the Executive Committee on Economic and Social Affairs

31. The Division is the lead foal point of the Governance and Institution-building Cluster of the Executive Committee on Economic and Social Affairs. A review of the work programmes circulated by cluster members in 2009 identified no overlap or duplication and no programme inconsistencies. Institutional and regional differences necessitate and justify the existing degree of flexibility in the formulation of objectives, accomplishments and indicators of the respective work programmes.

[18] See http://www.unpan.org/unpsa.

32. As part of the Secretariat effort to bring coherence and common approaches among United Nations entities engaged in normative, analytical and technical work in the economic and social field, particularly in the Governance and Institution-building Cluster, the Division initiated and implemented the following activities with other entities within the same cluster:

(a) Workshop on the theme "E-government development in Africa: progress made and challenges ahead" (17-19 February 2009), in cooperation with the Economic Commission for Africa;

(b) Leadership capacity-building workshop for local governance and service delivery in the Economic Commission for Africa (5 and 6 March 2009), in cooperation with the United Nations Development Programme (UNDP);

(c) Round table on governance and applications for achieving the Millennium Development Goals (9 and 10 December 2009), in cooperation with the Economic and Social Commission for Asia and the Pacific;

(d) International meeting on economic and social councils, national development strategies, participatory democracy and ICT for development (17 and 18 December 2009), in cooperation with the United Nations Educational, Scientific and Cultural Organization (UNESCO).

33. There are positive indications for collaboration in 2010-2011 from a number of partners, as indicated in the activities below:

(a) Contribution of the Governance and Institution-building Cluster to the United Nations Public Administration Network to building knowledge in the area of governance and public administration issues at the global and regional levels, including collaboration with the Office of the Special Adviser on Africa and the Economic and Social Commission for Western Asia (ESCWA);

(b) Further building of the knowledge base on electronic/mobile government, in collaboration with the Bureau for Development Policy of UNDP;

(c) An ad hoc expert group meeting on public sector leadership capacity-building, in collaboration with the Bureau for Development Policy and ESCWA;

(d) An ad hoc expert group meeting on public sector human resources development, in collaboration with the Bureau for Development Policy and ESCWA;

(e) A capacity-building workshop on reforming institutions of the public sector for development, in collaboration with the Bureau for Development Policy and ESCWA;

(f) A capacity-building workshop on developing human resources management capacities in the public sector, in collaboration with the Bureau for Development Policy and ESCWA.

Implementation of the World Summit on the Information Society Action Lines C1, C7eGov and C11

34. The Division is the lead facilitator[19] for action lines C1, C7eGov and C11 of the Tunis Agenda for the Information Society.[20] In 2009, the Division concentrated its efforts on facilitating an exchange of views, information and experiences,

[19] See http://www.unpan.org/wsis.

[20] See A/60/687.

assisting countries in capacity-building, policy dialogue and advocacy programmes for utilizing information and communication technologies for development among Governments, stakeholders, civil society and the players involved in the implementation of the above-mentioned action lines.

35. An expert group meeting was held in conjunction with the fourth facilitation meeting of lines C1, C7eGovernment and C11 of the Geneva Plan of Action[21] and the Tunis Agenda on 20 May 2009. The theme of the meeting, organized by the Division in cooperation with the International Telecommunication Union (ITU), was "E-government and public private partnerships for better public service delivery and Millennium Development Goals implementation". The event provided a platform to create synergies among different stakeholders for more effective knowledge-sharing and collaboration to ensure implementation of the World Summit on the Information Society and the Millennium Development Goals at the international, regional and national levels.

Global Alliance for ICT and Development

36. The Global Alliance for ICT and Development[22] (GAID), supervised by the Department of Economic and Social Affairs through the Division for Public Administration and Development Management, plays a catalytic role within the United Nations in transforming the spirit and vision of the World Summit on the Information Society into action and promoting the use of information and communications technology for the achievement of the internationally agreed development goals, including the Millennium Development Goals.

37. During the twelfth session of the Commission on Science and Technology for Development, the Global Alliance for ICT and Development, in cooperation with the Commission on Science and Technology for Development secretariat, ITU and the World Health Organization brought two key perspectives to the Commission: (a) on innovation, convergence and mobile technologies, with panel discussions held in Geneva on 26 May 2009 on mobile technology, convergence and social networking tools for development and poverty alleviation; and (b) on digital health, with a panel discussion on delivering innovation in global public health.

38. During the high-level segment of the substantive session of 2009 of the Economic and Social Council, two events were organized: (a) a special ministerial breakfast round table on Africa and the least developed countries on the theme "Digital health and development in Africa: role of public and private partnerships", held on 7 July 2009; and (b) a special event on Africa and the least developed countries on the theme "Partnerships and health", held on 8 July 2009.

39. Ministers, policymakers, business leaders and innovators in the field of information and communication technologies for development from around the world converged in Monterrey, Mexico, for a meeting of the Global Forum of the Global Alliance for ICT and Development (GAID), held from 2 to 4 September 2009, on the theme "ICT and innovation for education". The event brought together information technology leaders and the development community under the umbrella of the Global Alliance for a focused dialogue on emerging issues and challenges in the field of ICT for development, particularly in the areas of education and innovation, and fostered cooperation among Governments, the private sector and

[21] See A/C.2/59/3, chap. I.

[22] See http://www.un-gaid.org/.

civil society. A major outcome of the Global Forum was the formation of a broad new partnership under the Global Alliance for ICT and Development umbrella on ICT and education. This global partnership on education for all in the digital age involves leading United Nations agencies and private sector organizations working collaboratively to define the principles and support the targets derived from the Millennium Development Goals to be advanced with ICT applications by 2015.

Internet Governance Forum

40. The Internet Governance Forum[23] secretariat is mandated to facilitate international deliberations on public policy issues related to Internet governance. It operates under the supervision of the Department of Economic and Social Affairs through the Division for Public Administration and Development Management, which also provides it with administrative support. The Internet Governance Forum secretariat is funded through extrabudgetary contributions. The Secretary-General established a Multistakeholder Advisory Group to assist him in convening the Forum. Members of the Advisory Group include representatives of Governments, the private sector and civil society, including the academic and technical communities, in all regions. A description of the activities of the Internet Governance Forum is included in the annual report of the Secretary-General on the progress made in the implementation of and follow-up to the outcome of the World Summit on the Information Society at the regional and international levels, which is submitted to the Commission on Science and Technology for Development at the request of the Economic and Social Council. The first three Forum meetings were held in Athens in 2006, Rio de Janeiro in 2007 and Hyderabad, India, in 2008.

41. The fourth meeting of the Internet Governance Forum was held in Sharm el-Sheikh, Egypt, from 15 to 18 November 2009. The overall theme of the Forum was "Internet governance: creating opportunities for all". With more than 1,800 participants from 112 countries, the Internet Governance Forum held in Sharm el-Sheikh had greater attendance than previous meetings: 96 governments were represented, and 122 media representatives were accredited. Parallel to the main sessions, more than 100 workshops, best practice forums, dynamic collation meetings and open forums were scheduled around the broad themes of the main sessions and the overall mandate of the Internet Governance Forum.

E. Advisory assistance

42. Through its three substantive branches, the Division carries out technical cooperation activities in the form of advisory services and training activities on subjects falling within its mandate. The overall thrust of the Division's technical cooperation programme is to assist, at the request of national and local Governments, in the capacity-building of Government officials and institutions and, increasingly, of civil society organizations for the reform and modernization of public administration, in particular the focus areas defined in the recent reform exercise of the Division. It should be noted that the findings and recommendations of advisory missions and the outcomes of training activities, including their publications, feed into the normative and advocacy work of the Division and provide support to the intergovernmental dialogue of the Economic and Social Council and the Committee.

[23] See http://www.intgovforum.org/.

43. The budget of technical cooperation projects comes from the United Nations Regular Programme for Technical Cooperation, the United Nations Development Account, extrabudgetary sources, such as UNDP and UNDP-administered funds, and numerous funds in trust, with contributions from donor countries and other agencies.

44. In addition to training courses available online, a number of training workshops for the participants from the developing countries were organized in 2009. With the aim of promoting policy dialogue and supporting the building of the policymaking capacities and technical skills of Government officials and practitioners from developing countries, the Division facilitated capacity-building workshops, held in Addis Ababa (17-19 February 2009), Kampala, Uganda (5 and 6 March 2009), Manama (28 May 2009), Santa Cruz de la Sierra, Plurinational State of Bolivia (7-10 September 2009), and San José (17-20 November 2009).

45. The Division continued to support its engagement in several technical cooperation activities with the aim of increasing the capacity of the public sector, in particular through the effective use of ICT for more effective and efficient public service delivery. It provided substantive support and technical assistance for the implementation of e-government projects in Djibouti, Ghana and Togo. Technical assistance missions were also conducted in Bahrain (May and July 2009), Colombia (October 2008), Lesotho (June 2008), Oman (May and November 2008) and Singapore (June 2008) to strengthen their respective e-government capacities to develop solutions and services, policies and strategies.

Global Centre for ICT in Parliament

46. In 2009, the Division continued to substantively backstop the technical cooperation project on the Global Centre for ICT in Parliament.[24] This project, undertaken in partnership with the Inter-Parliamentary Union (IPU), aims to support a more efficient and transparent functioning of parliaments through the application of ICT to their deliberative procedures.

47. Through its online portal, the Centre continued to provide all stakeholders with access at the global level to information, research, guidelines and activities produced and undertaken by its partners and other institutions. The online legal repository for ICT-related legislation was considerably expanded to facilitate the sharing of legislative practices among legislatures and interested parties. The repository gathered 450 laws from 121 countries on nine main topics: child online protection; cybercrime; e-accessibility; e-commerce; electronic communications; e-signature; freedom of information; open standards; and privacy.

48. The Division, the United States House of Representatives and IPU jointly organized the World e-Parliament Conference 2009 at the United States House of Representatives in Washington, D.C., from 3 to 5 November 2009. The Board of the Global Centre met on the margins of the Conference to discuss its future work programme and to adopt the principles of a 10-year strategic plan for stimulating parliamentary action to develop modern information societies and expand the use of ICT in parliaments. The event assembled more than 400 elected members and staff of 95 parliaments from around the world to discuss policies and applications relating to the use of modern technologies in parliaments. At the conference, the Under-Secretary-General for Economic and Social Affairs was joined by the Speaker of the United States House of Representatives, the Speaker of the People's Assembly of

[24] See http://www.ictparliament.org/.

Egypt and the Deputy-Speaker of the Hungarian National Assembly, in their capacity as co-Chairs of the Board of the Global Centre, and the IPU Secretary-General.

United Nations Project Office on Governance

49. The United Nations Project Office on Governance[25] was established in June 2006 following the sixth global forum on reinventing government, at which participants called for the creation of an international office to promote transparency and participatory governance around the world. Formally, the Office is a technical cooperation trust fund project executed by the Department of Economic and Social Affairs under the overall direction of the Division and the Ministry of Public Administration and Safety of the Government of the Republic of Korea.

50. The particular role of the Office is to assist Member States in improving the quality of governance and public administration in order to enhance conditions for their citizens, improve human development and contribute to the achievement of the internationally agreed development goals, including the Millennium Development Goals. It does so through research and knowledge-sharing on the various facets of institutional development, electronic/mobile government and citizen engagement.

51. In pursuing these objectives, the Office promotes cooperation among public agencies, private sector firms and civil society organizations, while facilitating both North-South and South-South exchanges of good practices in governance and public administration. While the perspective of the Office is global, its activities are strongly rooted in Asian and Pacific island countries, where it has considerable expertise, and is able to draw on the expansive knowledge of the Korea International Cooperation Agency and other actors in the region.

52. Other major ongoing technical cooperation projects include:

- Africa i-Parliaments Action Plan[26]
- Support to justice and harmonization of legal texts, Djibouti
- Poverty reduction strategy, Gabon
- Economic governance: planning for development, Democratic Republic of the Congo
- Capacity-building for the achievement of the Millennium Development Goals, Chad
- Enhancing the role of national, economic and social councils in Francophone Africa
- Establishment of a poverty observatory, Mali
- Poverty reduction strategy and capacity development, Togo
- E-government initiative in Africa, Ghana
- Africa governance inventory, phase II
- Strengthening the capacity of parliaments in Africa to harness ICT
- Support to justice and human rights promotion, Djibouti

[25] See http://www.unpog.org/.

[26] See http://www.parliaments.info/.

- Euro-African partnership for decentralized governance, phase II, Tuscany region
- Support to public sector reform and modernization project, Togo
- Administrative governance as an integral part of the governance programme 2008-2011, Democratic Republic of the Congo

III. Approved activities for 2010-2011

53. During the biennium 2010-2011, the following final outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) General Assembly:

a. Substantive servicing of meetings: General Assembly (4); panels as required by the Assembly on emerging issues in the public sector (2);

b. Parliamentary documentation: reports mandated by resolutions of the General Assembly at its sixty-fifth and sixty-sixth sessions, on public administration and development (through the Economic and Social Council) (2);

(ii) Economic and Social Council:

a. Substantive servicing of meetings: Economic and Social Council (12); panels as required by the Council on emerging trends in the public sector (2);

b. Parliamentary documentation: reports on the ninth and tenth meetings of the Committee of Experts on Public Administration (2);

(iii) Committee of Experts on Public Administration:

a. Substantive servicing of meetings: ninth and tenth sessions of the Committee of Experts on Public Administration (28);

b. Parliamentary documentation: analytical/working papers on selected issues (6); analytical/working papers on the annual ministerial review theme of the Economic and Social Council (2); report on the programme in public administration, finance and development (2);

(iv) Ad hoc expert groups: six expert groups on: improved mechanisms for online public service delivery; developing human resource capacities for effective delivery of public services; improving public service for the achievement of the Millennium Development Goals; the role of the Government in information and communication technologies for development; public administration in the context of the thematic areas to be identified by the annual ministerial reviews for the high-level segments of the substantive sessions of 2010 and 2011 of the Economic and Social Council (2);

(b) Other substantive activities (regular budget):

(i) Recurrent publications: compendium of best practices and innovation in public administration (2); compendium of information and communication technology applications on electronic government (1); compendium of electronic/mobile-government innovative practices and lessons learned (1); United Nations Public Service Awards report (2); *World Public Sector Report* (1);

(ii) Non-recurrent publications: developing human resources capacities for effective delivery of public services (1); improved mechanisms for online public service delivery (1); improving public service for the achievement of the Millennium Development Goals (1); public administration in the context of the thematic area to be identified by the annual ministerial reviews for the high-level segments of the substantive sessions of 2010 and 2011 (2) of the Economic and Social Council; e-government strategies for improved public administration (1);

(iii) Special events: support for the observance of United Nations Public Service Day (2); United Nations Public Service Awards competition (2); support to regional ministerial meetings on emerging trends in the public sector (in cooperation with the regional commissions) (2);

(iv) Technical material (regular budget and extrabudgetary): Governance World Watch (24); maintenance and updating of the online database on past initiatives of the United Nations Public Service Awards programme (1); maintenance and updating of the online database on the administration and cost of elections (1); maintenance and updating of the online website on the global knowledge repository on electronic/mobile-government (1); maintenance and updating of the online website on the peacebuilding portal in terms of conflict management organizations, programmes and practitioners (1); maintenance and updating of the online website on the Global Alliance for ICT and Development (1); maintenance and updating of the online website on the Global Centre for ICT in Parliament (1); maintenance and updating of the online website on the Internet Governance Forum (1); maintenance and updating of the online website on the United Nations global e-government readiness knowledge base (1); maintenance and updating of the online website on ethics, transparency and accountability (1); maintenance and updating of the online website on innovation in public administration in the Euro-Mediterranean region (1); maintenance and updating of the database on African governance online inventory (1); maintenance and updating of the United Nations Public Administration Network (1); public administration country profiles (1); newsletter of the United Nations Public Administration Network (8);

(v) Audio-visual resources: online training courses (4);

(vi) Substantive servicing of inter-agency meetings: support to global and regional technical meetings organized by partner institutions (5);

(c) Technical cooperation (regular budget and extrabudgetary):

(i) Advisory services: needs assessment and diagnostic missions related to the substantive expertise of the subprogramme in the areas of public administration and finance and socio-economic governance (30); guidelines, manuals and training materials for application to the public sector resulting from requests for training assistance from developing countries and countries with economies in transition (4); training seminars, workshops and policy dialogues at the request of developing countries and countries with economies in transition in the areas of public policy and public economics, public administration, finance and socio-economic governance, with particular emphasis on initiatives fostering South-South cooperation and innovation in public administration (8);

(ii) Field projects: field projects (some in partnership with UNDP and other operational entities) aimed at strengthening the institutional and management capacity of interested developing countries and countries with economies in transition in the areas of public administration and finance and socio-economic governance (60).

IV. Proposed strategic framework for the period 2012-2013

54. The Committee is invited to provide its comments on the biennial programme plan for the period 2012-2013 for subprogramme 8, Public administration and development management, of programme 7, Economic and social affairs. The proposed biennial programme plan will be submitted to the Committee for Programme and Coordination at its fiftieth session, in 2010. Its recommendations thereon will be transmitted to the General Assembly at its sixty-fifth session when it considers the proposed strategic framework for the period 2012-2013.

55. The proposed strategic framework is as follows:

Objective of the Organization: To promote effective, efficient, transparent, accountable and citizen-oriented public administrations in the areas of: (a) institutional and human resources capacity development; (b) electronic/mobile-Government development; and (c) citizen engagement and information communications technology for development management

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved accessibility of information and knowledge-sharing through the United Nations Publication Administration Network and Public Administration Knowledge Space	(a) (i) Increased number of visits/views to and downloads from the United Nations Public Administration Network
	(ii) Increased number of stakeholders in the area of public administration and governance, benefiting from usage of an online public administration knowledge base
(b) Enhanced facilitation of dialogue, resolutions and actions on public administration issues effectively supported through improved publications, products and services	(b) (i) Increased number of references/recommendations/decisions found in resolutions of intergovernmental bodies
	(ii) Increased number of references made or recommendations/decisions drawn from external publications, products and services
	(iii) Increased positive feedback on subprogramme advocacy, advisory and training activities
(c) Increased capacity of Governments at the national and local levels to strengthen professionalism, accountability and excellence in the public sector	(c) (i) Increased participation in the United Nations Public Service Awards and United Nations Public Service Day
	(ii) Increased participation in online and offline training
	(iii) Increased number of advisory services requested by countries
	(iv) Increased number of methodological and technical recommendations implemented by Governments at the national, regional and local levels as a result of advisory services and technical cooperation projects

56. The strategy to achieve the aforementioned expected accomplishments is based on an integrated approach comprising the provision of substantive support to the General Assembly, the Economic and Social Council, the Committee of Experts on Public Administration, the United Nations Public Service Awards and United Nations Public Service Day, and the provision of analytical research, advocacy, advisory services, training and knowledge-sharing in public administration and development management. It is aimed at:

(a) Promoting greater awareness, common approaches, understanding and sustainable policy options among Governments in key substantive areas of public administration and development management;

(b) Strengthening partnerships and cooperation with other international, regional and professional organizations, both public and private, within and outside of the United Nations system to build an online global knowledge base in public administration and development management that is comprehensive, useful and easy to access;

(c) Providing analytical research, advocacy, advisory services, training and knowledge-sharing, particularly to countries or related institutions requesting assistance, and to developing countries, especially the least developed countries, countries emerging from conflict or crisis and countries with economies in transition.

V. Recommendations

57. **Through the annual session of the Committee of Experts on Public Administration, the Secretariat receives guidance from the Committee on its scope of activities. At its eighth session, in 2009, the Committee, through a resolution adopted by the Economic and Social Council at its substantive session of 2009, requested the Secretariat to consider the following in its programme of work:**

(a) **The Secretariat continues to give due recognition to innovative public sector initiatives by national and local Governments through the work of the United Nations Public Service Day and the United Nations Public Service Awards in support of the implementation of the internationally agreed development goals, including the Millennium Development Goals;**

(b) **The Secretariat further enhances its support for capacity-building through analytical research, advisory services and online and offline training, emphasizing trust-building, citizen engagement, human resources and institutional development;**

(c) **The Secretariat, in the light of the fact that the current economic and financial crisis is a daunting challenge to public administration, should enhance its important work for the development of public sector institutions and resources for the achievement of internationally agreed development goals, including the Millennium Development Goals, by further developing its analytical and advisory capacity and further integrating research and analysis with the normative and operational work and by continuing to work with other partners in developing joint products;**

(d) **In order to facilitate the advocacy and the implementation of the Plan of Action of the World Summit on the Information Society, the Secretariat**

should continue to support and facilitate the work of the Global Alliance for ICT and Development, the Internet Governance Forum and the Global Centre for ICT in Parliament, and the implementation of the World Summit on the Information Society action lines on e-government-related issues.

58. **The Committee is invited to comment on the activities carried out in 2009 and to make recommendations on priorities for the biennium 2010-2011, as well as the strategic directions set for the period 2012-2013 in the proposed strategic framework, through:**

- **Taking note of the work of the Secretariat in 2009 in implementing the United Nations Programme in Public Administration and Finance**
- **Taking note of the activities approved for 2010-2011 and making any suggestions thereon**
- **Taking note of the proposed strategic framework for the period 2012-2013 and making any comments thereon.**